



Introduction

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This survey explores the implementation of IFRS, with a focus on IFRS 15 - Revenue for contracts with sustomers, that imposes new recognition and disclosure requirements "on disaggregation of evenue, contract balances, performance obligations and assets recognized to obtain or fulfil a contract, as well significant judgments."										
contract, as wen significant judgments.										
* 1. To ensure the questionnaire is appropriate to your better approximates your position (only one) during the										
Chief Executive Officer (CEO)	Lender									
Chief Financial Officer (CFO)	Credit analyst									
Chief Accountant	Supplier/trade creditor									
Other Member of Top Management Team (not accounting)	Government									
Manager/Responsible of the IT system	Regulator/Supervisor									
Head (or Sub-Head) of Accounting Policies	Lobbying firm									
Other Middle Manager (not accounting)	Employee/Union representative									
Controller / Management Accountant	Customer									
Internal Auditor	General public									
Other Preparer of External Financial Reporting	External Auditor									
Other Preparer of Internal/Management Accounting	Consultant									
Professional investor (fund manager)	Academic									
Professional investor (equity analyst)	Other user									
Professional investor (other)										
The survey is conducted by researchers from Universidad Carlos III de Valencia with the support of the European Financial Reporting Advisory										
Please note that you are free not to participate in the research question	naire and free to opt out at any stage.									
We recommend answering the survey preferably on a laptop or a o	lesktop.									
										
Universidad Autónoma	VNIVERSITAT B VALÈNCIA uc3m Universidad Carlos III									













Section 0. Introduction

The implementation of IFRS, such as IFRS 15 or IFRS 16, imposes new recognition and disclosure requirements. To obtain the data necessary to meet them, companies may need to change their Management Control System (MCS) packages and to build new Information and Technology (IT) systems capable of capturing, tracking, and aggregating information. IFRS implementation may also affect areas and people other than the accounting/consolidation department.

IT systems are solutions to support business processes, mainly ERP systems, such as SAP, Oracle, Microsoft Dynamics, or SAGE solutions.

Management Control Systems (MCS) are systems, rules, practices, values and other activities management put in place to facilitate decision making and also to direct employee behavior. These systems comprise, as an example, balanced scorecards, performance measurement systems, budgeting and forecasting, accounting information systems, or ABC systems.

Your feedback will help us to measure preparers' views on net impacts of IFRS implementation on firm MCS.

The questionnaire has five sections (maximum) plus a last section on company and respondent profiles. It largely consists of statements to which you will be asked to indicate the extent to which you "Agree" or "Disagree." Please be as accurate as possible, there is no right or wrong answer and all responses are confidential. Results will be displayed in aggregated form and individual responses will not be identified.

Data will be used for research purposes only, stored securely and electronically. Data will only be shared with researchers directly involved on the project. Anonymized data may be published in peer-reviewed academic journals.

The research team are academics and are independent from standard setters and institutions.

It should take about 20 minutes to complete the questionnaire

We thank you for your cooperation.

You are free not to participate in the research questionnaire and free to opt out at any stage.

If you have questions, please do not hesitate to contact the research team

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Section 1 (1 of 5). Implementation of IFRS 15 (Revenue): General aspects

* 2. Please rate to what extent the following departments were involved in the implementation process of IFRS 15 (Revenue).

	Not involved	1. Low	2	3. Moderate	4	5. High
Consolidation accounting / External financial reporting			\circ			
Management accounting / Controlling		\bigcirc	\bigcirc		\bigcirc	
Internal auditor			\circ			
Information technology & Support		\bigcirc	\bigcirc		\bigcirc	\bigcirc
Legal department			\bigcirc			
Audit committee		\bigcirc	\bigcirc		\bigcirc	\circ
External Auditor			\bigcirc			
Marketing & Selling		\bigcirc	\bigcirc		\bigcirc	
Production & Operations						
External consultant hired for the implementation process			\bigcirc		\bigcirc	0

* 3. To what extent has the adoption of IFRS 15 (Revenue) in your organization represented a significant impact on:

	0. No impact	1. Low impact	2	3. Moderate impact	4	5. High impact
Revenue recognized in the Statement of Financial Performance (Income Statement)	\bigcirc	\circ	\circ	\circ	\circ	
Amounts recognized in the Statement of Financial Position (contract assets, contract liabilities or capitalized costs)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Type and information content of disclosures provided in the notes (overall)	0		\circ	\circ	\circ	\circ

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	er ongoing impacts (please specify)					





Externalities of Financial Reporting Regulation on Management Control Systems: The Case o

	nents of IFRS Implementatio	''	
Section 1 (1 of 5). Impleme	ntation of IFRS 15: general a	spects	
* 6. When did you start the i	mplementation of the IFRS 15 (F	Revenue)? Please give an approximati	on
* 7. How long did the implen not implemented 0-12 months	nentation process last? Please gi	ive an approximate number in months	
13-36 months			
more than 36 months			
IFRS 15 (Revenue)? 1. Low ability	4. Moderate	able to cope with the information dem 7. High ability	unus or
IFRS 15 (Revenue)? Yes, we introduce a new IT Yes, we updated our existing	្យ IT eady enough to manage the implementa	Excel sheet, SAP, Oracle, Tagetik) bed	ause of

following groups? (If any of these groups was only informed, but not involved in the implementation, you by leave it blank) 1. Not receptive 2 receptive 4 receptive eneral management									
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Section 1 (1 of 5). Implementation of IFRS 15: general aspects

You mentioned that it took your firm more than 36 months to implement IFRS 15. In the next questions, please keep in mind the process that you undertook during those months, and the information that your system is now producing and that may be different from the information before you made the changes.





Section 1 (1 of 5). Implementation of IFRS 15: general aspects

You mentioned that it took your firm about 13 to 36 months to implement IFRS 15. In the next questions, please keep in mind the process that you undertook during those months, and the information that your system is now producing and that may be different from the information before you made the changes.





Section 1 (1 of 5). Implementation of IFRS 15: general aspects

You mentioned that it took your firm around 12 months to implement IFRS 15. In the next questions, please keep in mind the process that you undertook during those months, and the information that your system is now producing and that may be different from the information before you made the changes.





Section 1 (1 of 5). Implementation of IFRS 15: general aspects

o impact	Low impact			4		High impact
0		0	0	0	0	
	0		0			





Section 1 (1 of 5). Implementation of IFRS 15: general aspects

The implementation of IFRS 15 (Revenue) may have required but (performance obligations database, stand-alone selling prices of extent have the following management control systems change	latabase, too	for detern	nining transactio	on prices,					
* 14. <u>Planning systems</u> (e.g. what-if scenarios, permaner recalculations) have changed as a result of the implementation.		•	updating, estir	nations a	and				
	1. Low	2	3. Moderate	4	5. High				
Budgeting									
Operations planning (production) (e.g., bring order to contracts)					\bigcirc				
Capital budgeting									
Strategic planning					\bigcirc				
* 15. <u>Costing systems</u> (e.g., revenue recognition has po a result of the implementation process	tential alloc	cation cos	ts implications 3. Moderate	s) <u>have c</u> 4	changed as 5. High				
Better allocation of manufacturing overhead (e.g., cost reallocation of a maintenance performance obligations)	\circ	\circ	0	\circ	0				
Better allocation of marketing costs (e.g., reallocation of marketing costs –to another department/division– linked to product or service warranties)	\circ	0	0	0	0				
Better allocation of other overhead									
* 16. <u>Compensation systems</u> (e.g, accounting numbers are used in remuneration contracts, that have cash flow implications) have changed as a result of the implementation process									
Deviced systems have and for the selections as all ables and	1. Low	2	3. Moderate	4	5. High				
Reward systems—bonuses (e.g., for salesforce people at the end of the year)		0		0					
Reward systems—pay-for-performance plan (e.g., for salesforce people throughout the year)	0	0	0	0	0				





Section 1 (1 of 5). Implementation of IFRS 15: general aspects

Thinking of the information that your firm must produce both for internal and external use to meet the requirements of IFRS 15 (Revenue).

extent 2 3 4 5 6 extermination in meetings of superiors, sub-ordinates and exers enable discussion in meetings of superiors, sub-ordinates and exers enable continual challenge and debate underlying data, sub-sumptions and action plans provide a common view of the organization tie the organization to focus on common issues enable the organization to focus on common issues enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success factors enable the organization to focus on critical success f		1. to a						7. to a
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enable the organization to focus on critical success factors develop a common vocabulary in the organization 20. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a	tie the organization together	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
20. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a	enable the organization to focus on common issues		\circ	\bigcirc	\bigcirc	\bigcirc		
20. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a	enable the organization to focus on critical success factors		\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
1. to a small larg extent 2 3 4 5 6 extermination of IFRS 15 (Revenue) to small larg extent 2 3 4 5 6 extermination of IFRS 15 (Revenue) to small larg extent 2 3 4 5 6 extermination of IFRS 15 (Revenue) to small larg extent 2 3 4 5 6 extermination of IFRS 15 (Revenue) to small larg extent large extent l	develop a common vocabulary in the organization		\bigcirc					
compare outcomes to expectationsreview key measures 21. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a		small		-			6	large
compare outcomes to expectationsreview key measures 21. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a small 7. to larg				20 (
compare outcomes to expectationsreview key measures 21. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et isses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a	track progress towards goals	small		-			6	large
review key measures 21. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a small extent 2 3 4 5 6 exta		small		-		5	6	large
21. Please rate the extent to which the top management team (CEO, CFO, Controllers, Internal auditor, et ises the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a 5. mall 6. mall 7. to 8. mall 9. extent 9. 3 9. 4 9. 6 9. extant	monitor results	small		-		5	6	7. to a large extent
ses the information that is required due to the implementation of IFRS 15 (Revenue) to 1. to a	monitor resultscompare outcomes to expectations	small		-		5	6	large
small larg extent 2 3 4 5 6 exta	monitor resultscompare outcomes to expectations	small		-		5	6 0	large
clearly communicate the firm's core values to our workforce	monitor resultscompare outcomes to expectationsreview key measures 21. Please rate the extent to which the top management	small extent	2	3	4 O	5 O	0	large exten
through our mission statement	monitor resultscompare outcomes to expectationsreview key measures 21. Please rate the extent to which the top management	small extent continuous and the	2 O O (CEO, of IFRS	3	4 O O O Ontroller venue) t	5 O	onal audi	large exten
communicate core values to our workforce	monitor resultscompare outcomes to expectationsreview key measures 21. Please rate the extent to which the top managements ses the information that is required due to the implemental or the i	small extent continuous and the	2 O O (CEO, of IFRS	3	4 O O O Ontroller venue) t	5 O	onal audi	large extent
ensure that the workforce is aware of the firm's core values	monitor resultscompare outcomes to expectationsreview key measures 21. Please rate the extent to which the top managements ses the information that is required due to the implemental services.	small extent continuous and the	2 O O (CEO, of IFRS	3	4 O O O Ontroller venue) t	5 O	onal audi	large extent

naviour for our workforce Inform our workforce about behaviours that are off-limits Inave a system that communicates to our workforce risks that build be avoided Insure that our workforce is aware of the firm's code of	haviour for our workforce inform our workforce about behaviours that are off-limits have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	naviour for our workforce Inform our workforce about behaviours that are off-limits ave a system that communicates to our workforce risks that uld be avoided Insure that our workforce is aware of the firm's code of	haviour for our workforce inform our workforce about behaviours that are off-limits have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	rely on a code of business conduct to define appropriate shaviour for our workforce	haviour for our workforce inform our workforce about behaviours that are off-limits have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	chaviour for our workforce inform our workforce about behaviours that are off-limits have a system that communicates to our workforce risks that could be avoided ensure that our workforce is aware of the firm's code of	chaviour for our workforce inform our workforce about behaviours that are off-limits have a system that communicates to our workforce risks that lould be avoided ensure that our workforce is aware of the firm's code of		1. to a small extent	2	3	4	5	6	7. to a large extent
have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	ave a system that communicates to our workforce risks that uld be avoided nsure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that hould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that could be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that could be avoided ensure that our workforce is aware of the firm's code of		\bigcirc	\circ	\circ	\circ	\circ	\circ	\circ
ould be avoided ensure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	uld be avoided nsure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	nould be avoided ensure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	ensure that our workforce is aware of the firm's code of	ensure that our workforce is aware of the firm's code of	inform our workforce about behaviours that are off-limits	\circ	0		0		0	
									\bigcirc	\bigcirc	\bigcirc	\bigcirc			\bigcirc
									0	0	0	0	0	0	0





Section 2 (2 of 5). Consequences on Decision-Making

* 23. Because of IFRS 15 (Revenue) implementation, commercial implications of a transaction may be more explicitly reflected in accounting numbers.

To what extent changes in management control systems from IFRS 15 (Revenue) implementation process alter decision-making in the following items?

	1. Low	2	3. Moderate	4	5. High
Product pricing decisions (e.g., reconfigure or simplify commercial offers, contracting and pricing discipline across divisions)	\circ	0	\circ	\bigcirc	0
Product mix and lines decisions (e.g., mix decisions under capacity constraints, discontinuation decisions, contract components, new contracts)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Make-or-buy decisions (e.g., outsource some activity)			\bigcirc	\bigcirc	
Decisions about resource allocation between different activities (e.g., derived from differentiating performance obligations)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Decisions concerning adaptations of the product/service to meet the requirements of the standards (e.g., change or eliminate some performance obligations, selling incentives, adapt customer contract clauses)	0		0	0	0
Decisions about staffing (e.g., hiring staff)	\bigcirc		\bigcirc	\bigcirc	
Decisions about homogenization of procedures in the information systems (e.g., be confident to have appropriate clauses in future contracts or limit add-ons to contracts)	0		0		0
Decisions about centralization of information				\bigcirc	
Integration of information of accounting/financial and the sales/commercial departments	\circ		\bigcirc		\circ





mplementation process have <u>financial</u> cons	equences?				
	1. Low	2	3. Moderate	4	5. High
Annual earnings	\circ	\circ	\circ		\circ
Return on assets	0	\circ	\circ		0
Cost reduction					\circ
Tax strategy	\circ	\circ	\circ	\circ	\bigcirc
Cash flow					
Market share	1. Low	2	3. Moderate	4	5. High
Customer satisfaction					
Customer retention					
26. To what extent previous changes in ma	ınagement co	ntrol system	<u>ns</u> from IFRS 15	(Revenue))
· · · · · · · · · · · · · · · · · · ·	_	=	ns from IFRS 15	(Revenue) 4) 5. High
nplementation process have <u>supply chain</u> c	consequences	?			
26. To what extent previous changes in man amplementation process have supply chain of On-time delivery management of good and services 27. To what extent previous changes in man amplementation process have product and supplementation proces	1. Low	2 ntrol system	3. Moderate 3. Moderate	4	5. High
nplementation process have supply chain of On-time delivery management of good and services 27. To what extent previous changes in managementation process have product and supplementation process have supply chain to be a supp	1. Low nagement core	2 ntrol system	3. Moderate 3. Moderate 5. September 15. S	4 (Revenue)	5. High
On-time delivery management of good and services 27. To what extent previous changes in managementation process have product and substitution process have product and substitution process. Higher monitoring of defect rates Compliance or certification (e.g., higher likelihood of	1. Low nagement core	2 ntrol system	3. Moderate 3. Moderate 5. September 15. S	4 (Revenue)	5. High
On-time delivery management of good and services 27. To what extent previous changes in managementation process have product and substitution process have good and services	1. Low anagement corevice quality 1. Low	2 ntrol system consequence 2	3. Moderate ns from IFRS 15 ces? 3. Moderate	4 (Revenue)	5. High 5. High
On-time delivery management of good and services 27. To what extent previous changes in management attempted to the product and services have product and services. Higher monitoring of defect rates Compliance or certification (e.g., higher likelihood of obtaining ISO certifications) 28. To what extent previous changes in managementation process have Alliances with	nagement columnagement columna	2 ntrol system consequence 2 ntrol system ations (e.g.	3. Moderate 1. S. from IFRS 15 1. Ces? 3. Moderate 3. Moderate 3. Moderate 4. S. from IFRS 15 4. with the intention	4 (Revenue) 4 (Revenue)	5. High 5. High
on-time delivery management of good and services 27. To what extent previous changes in management and services have product and services Higher monitoring of defect rates Compliance or certification (e.g., higher likelihood of obtaining ISO certifications)	nagement consequences 1. Low nagement conservice quality 1. Low nagement consorter organizes expending the	2 ntrol system consequence 2 ntrol system ations (e.g.,	3. Moderate Sees? 3. Moderate 3. Moderate 3. Moderate 3. Moderate 4. Moderate 4. Moderate 5. With the intention insequences?	4 (Revenue) 4 (Revenue) (Revenue) on to capital	5. High 5. High Alization of
On-time delivery management of good and services 27. To what extent previous changes in management and services have product and services Higher monitoring of defect rates Compliance or certification (e.g., higher likelihood of obtaining ISO certifications) 28. To what extent previous changes in managementation process have Alliances with	nagement columnagement columna	2 ntrol system consequence 2 ntrol system ations (e.g.	3. Moderate 1. S. from IFRS 15 1. Ces? 3. Moderate 3. Moderate 3. Moderate 4. S. from IFRS 15 4. with the intention	4 (Revenue) 4 (Revenue)	5. High 5. High

^r 29. To what extent previous <u>changes in ma</u> consequences?	nagement coi	ntrol systen	ns have <u>Product</u>	and service	<u>e innovation</u>
	1. Low	2	3. Moderate	4	5. High
New product or service development success					
Development cycle time	\bigcirc	\bigcirc	\circ	\bigcirc	\bigcirc
30. To what extent previous <u>changes in ma</u> plementation process have <u>control of orga</u>	-	-		(Revenue)	
	1. Low	2	3. Moderate	4	5. High
ower likelihood of booking revenues now rather nan next period to get sales targets	0	\circ	0	\circ	0
ower likelihood of providing incentives for ustomers to buy more product this period (even sing lower customer credit terms) to get sales argets	\circ	0	0	0	\circ
Lower likelihood that the company might postpone aking an accounting charge	0		0	\circ	0
etter control of subsidiaries	\circ				





Section 4 (4 of 5). Impact of IFRS 15 on external financial reporting

We asked you about the extent to which the adoption of IFRS 15 (Revenue) in your organization represented a significant impact on accounting numbers (reported revenue, balance figures or quality/quantity of information disclosed in the notes.

Now we ask about specific aspects of these impacts.

* 31. Thinking of the extent of the impact on financial statements, to what extend do you consider that the $following \ items \ have \ caused \ the \ \underline{impact \ on \ the \ Statement \ of \ Financial \ performance/Income \ Statement?}$

	No impact	1. Low	2	3. Moderate impact	4	5. High
Changes in how revenue is split between the various goods and services to be delivered in accordance with the contract	\circ	\circ	\circ	\circ	0	0
Changes in whether revenue is recognized over time or at a point in time	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Changes how a significant financing is accounted for, when payments are received in advance or in arrears (i.e., more than 12 moths) component	0	0	0	\circ	0	0
Changes in how variable consideration (e.g., contingent consideration, volume discount, loyalty programs, incentives) is accounted for	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Changes in whether a company is considered to be either a principal with the requirements for gross presentation of revenue or agent with the requirement for net presentation	0	0	\circ	0	0	0
* 32. Thinking of the extent of the impact financial state	ments, to	what exte	nd do y	ou consid	ler that	the
following items have caused the <u>impact on the Stateme</u>		ncial Posi	tion/Bal	3. Moderate impact	<u>eet</u> ? 4	5. High
	nt of Fina			3. Moderate		5. High
following items have caused the <u>impact on the Stateme</u>	nt of Fina			3. Moderate		5. High
following items have caused the impact on the Stateme	nt of Fina			3. Moderate		5. High
following items have caused the impact on the Stateme Contract assets Contract liabilities	No impact	1. Low	2	3. Moderate impact	4	0
following items have caused the impact on the Stateme Contract assets Contract liabilities Capitalized incremental costs of obtaining or fulfilling a contract * 33. In your opinion, to what extent does the adoption of	No impact Of IFRS 15	1. Low	2 O	3. Moderate impact	4 O	of external
Contract assets Contract liabilities Capitalized incremental costs of obtaining or fulfilling a contract * 33. In your opinion, to what extent does the adoption of financial reporting?	No impact Of IFRS 15	1. Low	2 O	3. Moderate impact	4 O	of external
Contract assets Contract liabilities Capitalized incremental costs of obtaining or fulfilling a contract * 33. In your opinion, to what extent does the adoption of financial reporting? Relevance	No impact Of IFRS 15	1. Low	2 O	3. Moderate impact	4 O	of external

34. To what extent do you	agree with this statement: After the adopt	tion of IFRS 15 I am maki	ing less use of
	asures/non-GAAP measures related to re		
	3. I neither agree nor		
1. I disagree	disagree	5. I agree	
5. Please, if you consider t	hat IFRS 15 is lacking guidance on a topi	ic indicate:	
6. Any additional comment	s on impact of IFRS 15 on external financ	cial reporting	





Section 5 (5 of 5). Impact of IFRS 16 (Leases)

Given the concurrent implementation of IFRS 16 - Leases, we now drive your attention to this

standard.	urrent imple	mentation of <u>ir</u>	-NS 10 - Lea	ases, we no	ow arrive y	our attentio	ii to tilis	•
Thinking of the	e <u>implementa</u>	tion of IFRS 16	<u>(Leases)</u> .					
		mplementation on the control of the	=	₋eases) in y	our organi	zation repres	ented a	
No impact	Low			Moderate				High
		\bigcirc						
* 38. Comparing	-	evenue) with IFR	RS 16 (Lease	s), which or	ne has had	d a larger imp	act on y	our
1. IFRS 15	Greater impac	t 4. Equ	ual impact	7. IFF	RS 16 Gre	ater impact		
* 39. What wou	ld you say are	the main impac	cts of the imp	lementation	process (of IFRS 16 (L	eases)?	
			disagree	2	3. Indiffe	rent 4.	5. T	otally agree
Impact on ratio va	alues			0	\circ	0		
Identification of a	ssets and liabilitie	es .	0	0	0	0		0
Identified change liabilities (e.g., fro		tion of assets and bles)	\circ	\circ	0	0		0
Identified differen and liabilities	ces in the measu	rement of assets	\bigcirc	\bigcirc	\bigcirc	\circ		\bigcirc
* 40. To what extent <u>changes in management control systems</u> from the implementation process of IFRS 16 (Leases) allow better decision-making in the following dimensions?								RS 16
				1.	Low	 3. Moderate 	4	5. High
Decisions about I	easing contract p	rices			0 (
Decision about ne	ew leasing contra	cts			0	0	0	0
Less human error	'S				0			





Externalities of Financial Reporting Regulation on Management Control Systems: The Case o

the Information Requirements of IFR	S Implemer	ntation 					
Section 2. Implementation of IFRS 16 (, 0	•					
Given the <i>concurrent</i> implementation of <u>If</u> standard.	-RS 16 - Lea	<u>ises,</u> we no	ow ariv	e youi	attention	to this	5
Thinking of the <u>implementation of IFRS 16</u>	6 (Leases).						
* 41. To what extent has the implementation significant impact to your management contro	•	eases) in y	our org	janizati	on represe	nted a	
No impact Low		Moderate					High
0 0 0	\bigcirc						
* 42. Comparing IFRS 15 (Revenue) with IFF management control systems?	RS 16 (Leases	s), which or	ne has	had a l	arger impa	ct on y	<u>our</u>
1. IFRS 15 Greater impact 4. Eq.	ual impact	7. IFF	RS 16 (Greate	rimpact		
* 43. What would you say are the main impac	cts of the impl	lementation	ı proce	ss of IF	RS 16 (Le	ases)?	
	1. Totally	2	2 In	different	1	5 1	
Impact on ratio values	1. Totally disagree	2	3. In	different	4.	5. T	
Impact on ratio values Identification of assets and liabilities	•	2	3. In	different	4.	5. T	
•	•	2	3. ln	different	4.	5. T	
Identification of assets and liabilities Identified changes in the classification of assets and	•		3. In	different	4.	5. T	
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets	disagree	ems from the		0	o o o o o o o o o o o o o o o o o o o		Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in management	disagree	ems from the ensions?		0	0		Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in management	disagree	ems from the ensions?	ie impl	ementa	tion proces	ss of IF	Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in management (Leases) allow better decision-making in the	disagree	ems from the ensions?	ie impl	ementa	tion proces	ss of IF	Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in management (Leases) allow better decision-making in the	disagree	ems from the ensions?	ie impl	ementa	tion proces	ss of IF	Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in managemen (Leases) allow better decision-making in the Decisions about leasing contract prices Decisions about new leasing contracts	disagree	ems from the ensions?	ie impl	ementa	tion proces	ss of IF	Totally agree
Identification of assets and liabilities Identified changes in the classification of assets and liabilities (e.g., from PPE to intangibles) Identified differences in the measurement of assets and liabilities * 44. To what extent changes in managemen (Leases) allow better decision-making in the Decisions about leasing contract prices Decisions about new leasing contracts Decisions related to renegotiation of lease terms	disagree	ems from the ensions?	ie impl	ementa	tion proces	ss of IF	Totally agree





Section 2 Implementation of IERS 16 (Leases): general aspects

The implementation of IFRS 16 (Leases) may have required build database, etc.), to what extent have the following <u>management cprocess?</u>	-	-			-			
* 45. <i>Planning systems</i> (e.g. what-if scenarios, permane recalculations) have changed as a result of the impleme		_	updating, estir	nations a	and			
	1. Low	2	3. Moderate	4	5. High			
Budgeting								
Operations planning (production) (e.g., bring order to contracts)		\bigcirc		\bigcirc	\bigcirc			
Capital budgeting								
Strategic planning	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ			
* 46. Costing systems have changed as a result of the in	nplementa 1. Low	tion proce	2SS 3. Moderate	4	5. High			
Better allocation of manufacturing overhead								
Better allocation of other overhead	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc			
* 47. <u>Compensation systems</u> (e.g, accounting numbers are used in remuneration contracts, that have cash flow implications) have changed as a result of the implementation process								
	mentation _ا	orocess_						
flow implications) have changed as a result of the implementation. Reward systems—bonuses (e.g., for salesforce people at the end			3. Moderate	s, that ha	5. High			
flow implications) have changed as a result of the implei	mentation _ا	orocess_						
flow implications) have changed as a result of the imples Reward systems—bonuses (e.g., for salesforce people at the end of the year) Reward systems—pay-for-performance plan (e.g., for salesforce	mentation _ا	orocess_						

Information (i.e., price) updated more frequently Use of more non-financial measures (e.g., days to the end of the contract, etc.) Information reported more broadly (e.g., future oriented projections and milestones, what-ifficause and effect links) Information reported more broadly (e.g., future oriented projections and milestones, what-ifficause and effect links) More disaggregated data (e.g., costs incurred in the lease contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT) More accurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas) Procedures and policies (e.g., approve of new contracts)	48. <u>Decision making systems</u> (e.g. quantity and quality					
Information (i.e., price) updated more frequently Use of more non-financial measures (e.g., days to the end of the contract, etc.) Information reported more broadly (e.g., future oriented projections and milestones, what-if/cause-and effect links) More disaggregated data (e.g., costs incurred in the lease contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More acurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	nplementation process <u>) have changed as a result of th</u>	<u>e impleme</u>	ntation pr	ocess_		
Use of more non-financial measures (e.g., days to the end of the contract, etc.) Information reported more broadly (e.g., future oriented projections and milestones, what-if/cause-and effect links) More disaggregated data (e.g., costs incurred in the lease contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More accurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)		1. Low	2	3. Moderate	4	5. High
contract, etc.) Information reported more broadly (e.g., future oriented projections and milestones, what-if/cause-and effect links) More disaggregated data (e.g., costs incurred in the lease contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More acurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	Information (i.e., price) updated more frequently					
projections and milestones, what-if/cause-and effect links) More disaggregated data (e.g., costs incurred in the lease contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More acurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)		\bigcirc	\bigcirc		\bigcirc	\bigcirc
contract, detailed data on prices/cost, components of the contract) More integrated (among departments) information (e.g., available data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More acurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)		\circ	\circ		\circ	
data of contracts across geographical divisions or organic departments (sales, accounting, IT)) More acurate set of metrics (e.g., remove certain KPIs) 49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	contract, detailed data on prices/cost, components of the	\circ	0	\circ	\circ	\circ
49. Administrative controls have changed as a result of the implementation process 1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	data of contracts across geographical divisions or organic	\circ	0	\circ	0	0
1. Low 2 3. Moderate 4 5. High Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	More acurate set of metrics (e.g., remove certain KPIs)	\bigcirc	\bigcirc	\circ	\bigcirc	\circ
Organizational design and structure (e.g., new functional position or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	49. <u>Administrative control</u> s have changed as a result o	of the imple	<u>mentatior</u>	n process		
or more involvement of the accounting or controlling departments, or internal auditors) Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)		1. Low	2	3. Moderate	4	5. High
schedules to co-ordinate functional areas)	or more involvement of the accounting or controlling departments,	\circ	0	\circ	0	\circ
Procedures and policies (e.g., approve of new contracts)	or internal auditors)					
	Governance structures (e.g., new committees or meeting	0	\circ	\bigcirc	\circ	\bigcirc
	Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)	0	0	0	0	0
	Governance structures (e.g., new committees or meeting schedules to co-ordinate functional areas)					





Section 2. Implementation of IFRS 16 (Leases): general aspects

Thinking of the information that your firm must produce both for internal and external use to meet the requirements of IFRS 16 (Leases).

	1. to a small extent	2	3	4	5	6	7. to large exter
enable discussion in meetings of superiors, sub-ordinates and peers	\circ	\bigcirc	\circ	\circ	\circ	\circ	0
enable continual challenge and debate underlying data, assumptions and action plans	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ
provide a common view of the organization			\bigcirc	\bigcirc			
tie the organization together	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
enable the organization to focus on common issues							
enable the organization to focus on critical success factors	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc		\bigcirc
develop a common vocabulary in the organization							
	extent	2	3	4	5	6	_
	extent	2	3	4	5	6	_
	extent	0	0	4	5	6	_
track progress towards goalsmonitor results	O	0	0	0	5 O	6	_
monitor resultscompare outcomes to expectations (e.g., deviations)		0	0	4	5 O	6	large exter
monitor resultscompare outcomes to expectations (e.g., deviations)review key measures 52. Please rate the extent to which the top manageme	o o o o o o o o o o o o o o o o o o o	(CEO,	CFO, C	controlled	0	0	exter
monitor resultscompare outcomes to expectations (e.g., deviations)review key measures 52. Please rate the extent to which the top manageme	o o o o o o o o o o o o o o o o o o o	(CEO,	CFO, C	controlled	0	0	exter
monitor resultscompare outcomes to expectations (e.g., deviations)review key measures 52. Please rate the extent to which the top management	o o o o o o o o o o o o o o o o o o o	(CEO,	CFO, C	controlled	0	0	exter
	ent team entation	(CEO, of IFRS	CFO, C	ontrollerases) to	o o crs, Interr	onal audi	exter
monitor resultscompare outcomes to expectations (e.g., deviations)review key measures 52. Please rate the extent to which the top managements sees the information that is required due to the implementation of	ent team entation	(CEO, of IFRS	CFO, C	ontrollerases) to	o o crs, Interr	onal audi	exter

iour for our workforce rm our workforce about behaviours that are off-limits e a system that communicates to our workforce risks that I be avoided ure that our workforce is aware of the firm's code of	viour for our workforce virm our workforce about behaviours that are off-limits vie a system that communicates to our workforce risks that did be avoided virure that our workforce is aware of the firm's code of	viour for our workforce orm our workforce about behaviours that are off-limits ove a system that communicates to our workforce risks that ld be avoided sure that our workforce is aware of the firm's code of	orm our workforce about behaviours that are off-limits ve a system that communicates to our workforce risks that ld be avoided sure that our workforce is aware of the firm's code of	aviour for our workforce Iform our workforce about behaviours that are off-limits ave a system that communicates to our workforce risks that uld be avoided Insure that our workforce is aware of the firm's code of	haviour for our workforce Inform our workforce about behaviours that are off-limits Inave a system that communicates to our workforce risks that ould be avoided Insure that our workforce is aware of the firm's code of	naviour for our workforce Inform our workforce about behaviours that are off-limits Inave a system that communicates to our workforce risks that build be avoided Insure that our workforce is aware of the firm's code of	rely on a code of business conduct to define appropriate haviour for our workforce about behaviours that are off-limits		1. to a small extent	2	3	4	5	6	7. to a large extent
e a system that communicates to our workforce risks that I be avoided ure that our workforce is aware of the firm's code of	re a system that communicates to our workforce risks that d be avoided urre that our workforce is aware of the firm's code of	ve a system that communicates to our workforce risks that Id be avoided sure that our workforce is aware of the firm's code of	ve a system that communicates to our workforce risks that Id be avoided sure that our workforce is aware of the firm's code of	ave a system that communicates to our workforce risks that uld be avoided nsure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of	have a system that communicates to our workforce risks that ould be avoided ensure that our workforce is aware of the firm's code of		\circ	\circ	\circ	\circ	\circ	\circ	\circ
I be avoided ure that our workforce is aware of the firm's code of	d be avoided ure that our workforce is aware of the firm's code of	Id be avoided sure that our workforce is aware of the firm's code of	Id be avoided sure that our workforce is aware of the firm's code of	uld be avoided nsure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	ould be avoided ensure that our workforce is aware of the firm's code of	nform our workforce about behaviours that are off-limits	\circ	0		0		0	
									\bigcirc		\bigcirc	\bigcirc	\bigcirc		\bigcirc
									0	0	0	0	0	0	0





Section 3. Implementation of IFRS 16 (Leases): Consequences on Decision-Making

* 54. Because of IFRS 16 (Leases) implementation, contracts may be more explicitly reflected in accounting numbers.

To what extent changes in management control systems from IFRS 16 (Leases) implementation process alter decision-making in the following items?

			3.		
	1. Low	2	Moderate	4	5. High
Product pricing decisions				\bigcirc	
Product mix and lines decisions (e.g, discontinuation decisions, mix decisions under capacity constraints)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	
Lease-or-buy decisions				\bigcirc	
Decisions about resource allocation between different activities	\bigcirc			\bigcirc	
Decisions about staffing (e.g., hiring staff)					
Decisions about homogenization of procedures in the information systems (e.g., be confident to have appropriate clauses in future contracts or limit add-ons to contracts)	\bigcirc	\bigcirc	\circ	\bigcirc	0
Decisions about centralization of information			\bigcirc		
Integration of information of the accounting/financial with other departments (e.g., real state)	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\circ





Section 4. Implementation of IFRS 16 (Leases): Consequences of changes in Management **Control Systems**

* 55. To what extent previous chang	es in management contro	<u>systems</u> from IFRS 16 (Le	ases)
implementation process have finance	ial consequences?		

	1. Low	2	3. Moderate	4	5. High
Annual earnings					
Return on assets					
Cost reduction					
Tax strategy	\bigcirc		\bigcirc	\bigcirc	\bigcirc
Cash flow	\circ				

* 56. To what extent previous <u>changes in management control systems</u> from IFRS 16 (Leases) implementation process have *control of organizational behaviours* consequences?

	1. Low	2	3. Moderate	4	5. High
Lower likelihood of booking revenues now rather than next period to get sales targets	\circ	\bigcirc	\bigcirc	\circ	0
Lower likelihood of providing incentives for customers to buy more product this period (even using lower customer credit terms) to get sales targets	\circ	0	\circ	0	\circ
Lower likelihood that the company might postpone taking an accounting charge	0	\bigcirc	0	\circ	0
Better control of subsidiaries	\circ				0





Section 4. Implementation of IFRS 16 (Leases): Impact of IFRS 15 on external financial reporting We asked you about the extent to which the adoption of IFRS 16 (Leases) in your organization represented a significant impact on accounting numbers (reported revenue, balance figures or quality/quantity of information disclosed in the notes.

Now we ask about specific aspects of these impacts.

* 57. In your opinion, to what extent does the adoption of IFRS 16 (Leases) affect the <u>usefulness</u> of external financial reporting?

	No impact	1. Low	2	3	4.	5	6	7. High
Relevance			\bigcirc	\bigcirc	\bigcirc		\bigcirc	
Faithful representation	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
Comparability with entities of the same industry under IFRS	\bigcirc		\bigcirc	\bigcirc	\bigcirc			
Comparability with entities of the same industry under US-GAAP	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc	\bigcirc
58. Any additional comments on impact of IFRS 16 on	externa	l financ	ial rep	orting				





Company and Respondent Profiles

Finally, we would like to ask you a few questions about your experience and personal demographics.
These data are important to understand potential differences in the reported answers across groups.
* 59. Number of years of professional experience overall

59. Number of years of professional experience overall	
60. Number of years of experience in current occupation	
* 61. Do your job responsibilities involve some aspect of financial reporting	
Yes	
○ No	
* 62. Do your job responsibilities involve some aspect of control	
Yes	
○ No	
* 63. In what industry does your firm operate (main business)?	





Company and Respondent Profiles

* 80.	In which of the following business categories do you have your position (tick one option)
	Subsidiary of a national company or group
	Subsidiary of an international company or group
	Parent company of a national group
	Parent company of an international group
	Other (indicate)
* 81.	Your firm is
\circ	VERY SMALL <10 employees
	SMALL 10-50 employees
\circ	MEDIUM 51-250 employees
\circ	LARGE 251-1,000 employees
	VERY LARGE >1,000 employees
* 83. Yo	our firm is located in (if you are in a subsidiary, please indicate the country you are located)
* 84.	Please, rank your highest education
	•
* 85.	Do you have an accounting qualification (e.g., CPA or CMA)? Yes No
* 86.	Gender
\circ	Male
\circ	Female
\circ	Prefer not to say

	sterize your compan	y as a family firr	111				
Yes							
No							
88. Please describe y	/our company's mai	n husiness strat	eav?				
Provide low cost		ii busiiiess strat		rentiate our p	roducts		
or services		4		rvices on the			
0							
39. Overall, to what e	extent the implement	tation process h	as been sha	aped by your	organizatio	nal strı	ucture?
		1. Totally disagree	2	3. Indifferent	4	5. T	otally agree
lierarchy (i.e., your compa nanagement layers (exceet taffs at the basic level and	ed six layers) between	0	0	0	0		0
Centralization (i.e., few openade at lower managerial	•	0	\circ	\circ	0		\circ
Complexity (i.e., your complexity (i.e., your compleographical divisions and		0	\circ		\circ		0
			voui busille		int. III tenni	S UI	
mogeneity?	Not homogenous	wing aspects of	3. Moderat		4	5. Ex	tremely geneous
mogeneity?						5. Ex	=
mogeneity?						5. Ex	=
mogeneity? Customer Competition						5. Ex	=
customer Competition Shareholders						5. Ex	=
customer Competition Shareholders Creditors						5. Ex	=
Customer Competition Shareholders Creditors Warket Regulatory (others than						5. Ex	=
Customer Competition Shareholders Creditors Warket Regulatory (others than accounting regulations)	1. Not homogenous					5. Ex	=
omogeneity?	1. Not homogenous		3. Moderat	e (((((((((((((((((((5. Ex	geneous
Customer Competition Shareholders Creditors Market Regulatory (others than accounting regulations)	1. Not homogenous		3. Moderat			5. Ex	geneous
Customer Competition Shareholders Creditors Market Regulatory (others than accounting regulations) In comparison with	1. Not homogenous	2 O O O Stry average	3. Moderat	e (((((((((((((((((((4 O O O O O O O O O O O O O	5. Ex homoç	5. Above the
Customer Competition Shareholders Creditors Market Regulatory (others than accounting regulations)	1. Not homogenous	2 O O O Stry average	3. Moderat	e (((((((((((((((((((4 O O O O O O O O O O O O O	5. Ex homoç	5. Above the

e w	ally: Do you have any additonal feedback about the survey and related topics that you would like to rith us?	
93.	In the case that you have additional questions, could you provide us your email to contact you and deep	
	ese additional questions?	
	Yes	
	No	
	Please fill your email here:	
L		